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Report of the Secretary-General on the Peacebuilding Fund

The Peacebuilding Fund

Report of the Secretary-General

Summary

The present report, which covers the activities of the Peacebuilding Fund for the period from January to December 2012, is submitted pursuant to General Assembly resolution 63/282, which requested the Secretary-General to submit an annual report on the operation and activities of the Fund.

In 2012, the Fund focused in particular on the two most recent countries to be added to the agenda of the Peacebuilding Commission, Guinea and Liberia, and made rapid allocations in a number of recent transition settings, including Libya, Myanmar, Somalia and Yemen. A second allocation was made to consolidate longer-term progress in Nepal, while preparatory work was undertaken in a number of other countries where allocations are expected in 2013, including Kyrgyzstan and South Sudan. The Peacebuilding Fund strategy has increasingly focused on supporting countries with demonstrated commitment to peacebuilding. Acting on a growing set of lessons learned, the Peacebuilding Support Office management team is taking measures to increase its support to countries during the upstream phase of peacebuilding programme design and to enhance the role of national joint steering committees. The activities of the Fund have marked an improved performance compared with the previous year, using the Fund's performance management plan as a framework.

It is encouraging to note that in response to the Fund's continually strengthening performance, donors contributed $80.5 million in 2012, up from $58.1 million in 2011. This includes amounts from two new donors and an increasing number of multi-year contributors.

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Abbreviations

BINUCA	United Nations Integrated Peacebuilding Office in the Central African Republic
BNUB	United Nations Office in Burundi
FAO	Food and Agriculture Organization of the United Nations
ILO	International Labour Organization
IOM	International Organization for Migration
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
OHCHR	Office of the United Nations High Commissioner for Human Rights
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIOGBIS	United Nations Integrated Peacebuilding Office in Guinea-Bissau
UNIPSIL	United Nations Integrated Peacebuilding Office in Sierra Leone
UNMIL	United Nations Mission in Liberia
UNMISS	United Nations Mission in South Sudan
UNOCI	United Nations Operation in Côte d'Ivoire
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNPOS	United Nations Political Office for Somalia
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNSMIL	United Nations Support Mission in Libya
UN-Women	United Nations Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme

I. Introduction

1. The sixth annual report on the Peacebuilding Fund, for the period from 1 January to 31 December 2012, is submitted pursuant to the request of the General Assembly in its resolution 63/282. The present report will be complemented by a more detailed annual progress report of activities implemented under the Peacebuilding Fund, to be produced jointly by the Peacebuilding Support Office and the UNDP Multi-Partner Trust Fund Office. Additional information is available from http://www.unpbf.org and http://mptf.undp.org.

II. Global performance and lessons learned

A. Key achievements

2. In 2012, the Peacebuilding Fund put into practice its strategy to focus support on two priority settings: first, in immediate post-conflict or post-political crisis environments where the Fund can enhance the ability of the United Nations to quickly respond to peacebuilding opportunities; and second, in countries with a demonstrated national political commitment to peacebuilding where the Fund can make longer term grants in support of national ownership and institution-building. The Fund prioritizes countries on the agenda of the Peacebuilding Commission.

3. During 2012, the Peacebuilding Fund supported several countries that had passed through recent crises and turned towards more inclusive processes to build peace. As detailed in section III below, this was the case in Libya, Myanmar, Somalia and Yemen, while preparatory work was undertaken in the Philippines as the peace process gathered speed. In those situations, the Fund used its Immediate Response Facility to empower United Nations leadership, including Resident Coordinators, Special Envoys and Advisers of the Secretary-General and United Nations country teams, to work jointly with national counterparts to build momentum for peacebuilding.

4. In 2012, longer-term programmes of the Fund, through the Peacebuilding and Recovery Facility, were active in four of the countries on the agenda of the Fund — Burundi, Guinea, Liberia and Sierra Leone — and a second allocation was made to Nepal. Capacity-building of national institutions was supported in the areas of security sector and justice reform, social reintegration, land management and political party relations, among others (see sect. III below).

5. Significant preparatory work was undertaken in 2012, paving the way for increased allocations in 2013. Preparatory work was undertaken in Kyrgyzstan through much of 2012, which culminated in a written request for support from the President of Kyrgyzstan. In South Sudan, UNMISS worked with the Government to identify peacebuilding support priorities in line with the mandate conferred on the Mission by the Security Council. In Niger, the Peacebuilding Fund is exploring how to support the Government's efforts especially aimed at building momentum for inclusive peacebuilding processes in the volatile region. Several of the countries that benefited from immediate post-crisis assistance in 2012, Myanmar, Somalia and Yemen, for example, have requested longer-term support. Increasingly, I am receiving direct requests for support at the level of Head of State.

6. Concerning individual activity performance, 2012 was the second consecutive year in which the performance management plan has been applied. The Peacebuilding Support Office assesses that approximately 88 per cent of the currently active projects are delivering on time or within a reasonable delay, up from 80 per cent in 2011 (see sect. IV below).

Civilian capacity initiative

7. My initiative for civilian capacity in the aftermath of conflict seeks to improve the efficacy of the United Nations in providing assistance for national institution-building and transformation. In two countries this year, Côte d'Ivoire and Libya, the Peacebuilding Fund explicitly sought to roll out the initiative. In Côte d'Ivoire, $0.5 million were transferred to UNOCI to assist with the development of a security sector reform strategy. Funds will enable the Ivorian authorities to draw upon expertise from the global South. In December, a group of officials visited Senegal to learn about the promotion of women's engagement in security sector programmes. In Libya, $0.5 million will be managed by UNSMIL in a new, flexible manner to rapidly hire expertise, in particular from the Arabic-speaking world, to address such issues as human rights and women's participation in peacebuilding.

Gender promotion

8. The Fund promotes peacebuilding that advances gender equality and the empowerment of women, as stipulated in my reports on peacebuilding in the aftermath of conflict (A/67/499-S/2012/746) and women's participation in peacebuilding (A/65/354-S/2010/466). The Fund aims to meet my target of allocating 15 per cent of funds to women's empowerment programmes and uses a United Nations gender marker to track its allocations. Based on that monitoring, 10.8 per cent of funds, the highest level yet, were allocated in 2012 to women beneficiaries and/or addressed specific hardships faced by women and girls in post-conflict situations (see figure I). This results largely from the gender promotion initiative of the Fund, launched in 2011, which sought to increase demand for gender-sensitive programming. I am pleased to report that activities are now ongoing in seven countries (Guatemala, Guinea, Nepal, Sierra Leone, South Sudan, Sudan, Uganda). The Peacebuilding Fund aims to undertake a progress review of the Initiative in the second half of 2013.

Figure I
Peacebuilding Fund gender marker scores (2007-2012)

B. Lessons learned

9. The Peacebuilding Fund increased its knowledge and evidence base in 2012, drawing on: the deeper involvement of United Nations expert staff; additional data from the monitoring and evaluation system; deepening expert advice through my Peacebuilding Fund Advisory Group and the first joint donor monitoring visit in July 2012; and through three thematic reviews of the work of the Fund, published in November 2012.

10. Four key lessons are emerging. First, the critical focus on national political commitment to peacebuilding is appropriate, but requires time for it to bear fruit. As a result, overall Fund allocations were lower in 2012 than originally planned, with more time required for preparatory activities. Second, more effort is needed to assist country-level partners in the early stages of programme design, when analysis is being undertaken and strategies and theories of change are being identified. Third, the Fund's joint steering committees need more attention — both more support and more mechanisms for accountability — if they are to play their oversight and strategic roles effectively. Finally, United Nations leadership at the country and regional levels is critical for forging partnerships with national stakeholders and fostering national ownership.

11. The Peacebuilding Support Office is already acting on those lessons. First, the Office is revising its application guidelines (see sect. V). Second, the Office is increasing its partnerships — within and beyond the United Nations system — to buttress its early support for the programme design stage. Third, the Peacebuilding Fund recognizes that focusing on a limited set of countries also implies larger grants, proportionate to the level of work and transaction costs associated with high quality programme design. Fourth, this year, the Fund piloted in Guinea and Liberia a requirement that joint steering committees prepare their own annual reports, filling a country gap in the accountability chain.

12. In 2012, a key question to emerge was how the Peacebuilding Fund could best adapt in different settings. In some countries the Fund is a relatively significant actor, especially in those countries on the agenda of the Peacebuilding Commission. But in others, there may be multiple donors and ongoing development processes, even while critical peacebuilding gaps remain. In those circumstances, the Fund needs to minimize transaction costs for national actors, such as through more flexible utilization of existing mechanisms, without losing the global advantage of the Fund, which is to focus efforts on peacebuilding.

C. Global portfolio

13. The Peacebuilding Fund business plan 2011-2013 established the target of allocating $100 million per year to a maximum of 20 active countries, while raising $100 million in annual contributions. In 2011, a record $99 million was allocated to countries, while donors contributed $66.7 million. In 2012, allocations dropped to $35.3 million (see table 1), while contributions increased further to $80.5 million (see figure II for annual contributions and allocations 2006-2015). Allocations in 2012 were lower owing to several factors, many of which are discussed in paragraphs 9 to 12 above. There were no new countries on the agenda of the Peacebuilding Commission; political developments in countries led to slower than expected programme design; the evolving Peacebuilding Support Office strategy increasingly emphasizes careful upstream preparation, which takes more time; and more attention was spent by the Peacebuilding Support Office in 2012 on implementation (rather than programming) because of the high level of grants in 2011. Allocations in 2012 are expected to be back at the target level.

14. Underscoring the priority that the Fund attaches to countries on the agenda of the Peacebuilding Commission, they received nearly 40 per cent of 2012 allocations. As a result of country demand, four new recipient countries (Libya, Myanmar, Somalia and Yemen) were added during the reporting period, while the Peacebuilding Fund has closed or is in the process of closing earlier activities in several others (Haiti, Kenya, Sri Lanka, Timor-Leste and Uganda).

Figure II

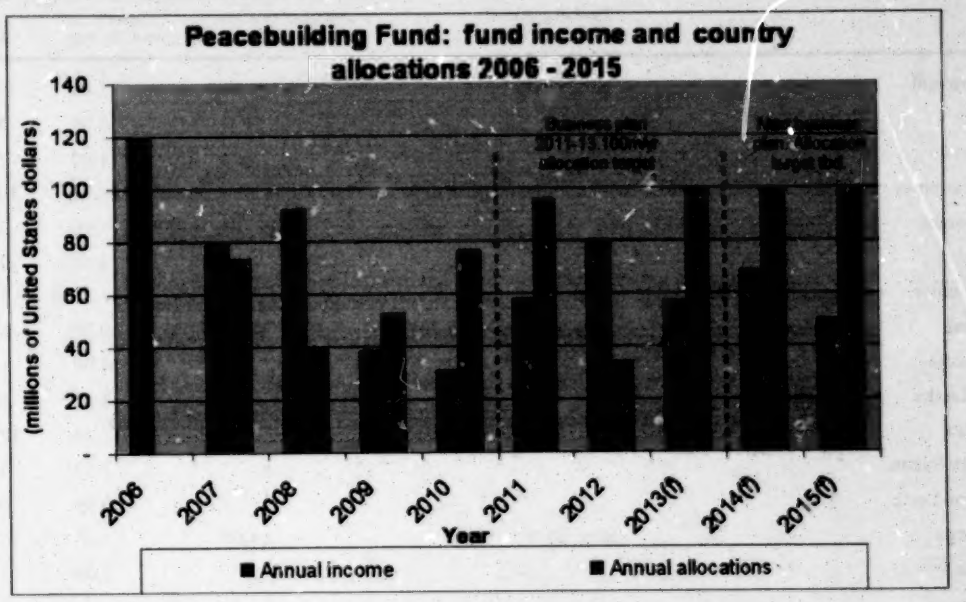

Table 1
Allocations of the Peacebuilding Fund by country and type
(Millions of United States dollars)

	Date of approval of priority plan	*Cumulative allocations to date*			*Allocations in 2012*
		Peacebuilding and Recovery Facility	*Immediate Response Facility*	*Totals*	
Countries on the agenda of the Peacebuilding Commission					
Burundi	Feb. 2007 and May 2011	44.20	5.00	49.20	–
Central African Republic	June 2008 and Feb. 2010	30.00	3.40	33.40	2.39
Guinea	Apr. 2009 and Dec. 2011	21.51	11.69	33.20	5.32
Guinea-Bissau	June 2008 and Jan. 2011	22.80	1.00	23.80	1.00
Liberia	Apr. 2008 and May 2011	35.15	1.72	36.87	0.00
Sierra Leone	March 2007; Dec. 2010 and Dec. 2011	43.70	3.34	47.04	2.32
Subtotal		**197.36**	**26.15**	**223.51**	**11.03**
Countries not on the agenda of the Peacebuilding Commission					
Chad		–	4.79	4.79	2.06
Comoros	Dec. 2008	9.00	0.40	9.40	–
Côte d'Ivoire	July 2008	12.50	6.08	18.58	0.55
Democratic Republic of the Congo	July 2009	20.00	0.00	20.00	–

	Date of approval of priority plan	Cumulative allocations to date			Allocations in 2012
		Peacebuilding and Recovery Facility	Immediate Response Facility	Totals	
Guatemala	Nov. 2010	10.00	1.00	11.00	–
Haiti		–	3.80	3.80	–
Kenya		–	1.00	1.00	–
Kyrgyzstan		–	10.00	10.00	–
Lebanon		–	3.00	3.00	1.00
Libya		–	2.47	2.47	2.47
Myanmar		–	1.55	1.55	1.55
Nepal	July 2008 and May 2012	18.00	0.90	18.90	8.89
Somalia		–	5.00	5.00	0.95
Sri Lanka		–	3.35	3.35	–
Sudan		–	12.49	12.49	0.35
South Sudan		–	3.99	4.50	2.53
Timor-Leste		–	0.99	0.99	–
Uganda	Nov. 2010	14.00	1.00	15.00	1.00
Yemen		–	3.00	3.00	3.00
Subtotal		**83.50**	**64.81**	**148.82**	**24.35**
Total		**280.86**	**90.96**	**372.33**	**35.38**

Source: Peacebuilding Support Office, January 2013.

15. Compared with the earliest years of its operation, the Peacebuilding Fund draws on an increasing range of United Nations system partners (see table 2). UNDP remains the largest recipient and received 47 per cent of transfers in 2012. In 2012, for the first time, a peacekeeping mission received direct support, in Côte d'Ivoire. Special political missions received more than 5 per cent of total 2012 transfers, similar to 2011, the first year in which the Secretariat was able to receive support directly.

Table 2
Transfers to and expenditures by United Nations agencies 2010-2012
(Millions of United States dollars)

	Net transfers			Expenditures		
	2010	2011	2012	2010	2011	2012[a]
FAO	4.28	4.29	1.18	0.56	1.76	
ILO	1.00	0.70	3.47	1.18	1.28	
IOM	3.46	1.43	3.19	2.45	2.76	
UNCDF	0.76	–	–	–	–	
UN-Habitat	0.92	2.00	0.29	1.54	(0.01)	
UNODC	0.00	0.74	–	0.30	0.18	

	Net transfers			*Expenditures*		
	2010	*2011*	*2012*	*2010*	*2011*	*2012[a]*
UNESCO	1.15	0.62	(0.01)	1.29	0.85	
UNFPA	4.70	1.64	0.95	2.12	3.64	
OHCHR	0.95	2.47	0.60	1.21	1.87	
UNHCR	4.57	8.68	0.72	2.56	8.88	
UNICEF	10.42	6.08	5.13	4.13	6.95	
UNIDO	1.05	0.90	–	0.28	0.71	
UN-Women	0.51	1.07	2.32	0.01	0.54	
UNOPS	12.39	4.63	–	3.09	6.87	
UNRWA	–	1.42	–	–	–	
WFP	2.95	2.41	–	0.78	2.23	
UNDP	40.25	35.27	18.57	32.48	24.64	
Department of Political Affairs	–	6.27	2.31	–	–	
Department of Peacekeeping Operations	–	–	0.55	–	–	
Total	**89.36**	**80.61**	**39.27**	**53.97**	**63.16**	**n/a**

[a] Expenditures are only reported annually by March of the following year. Multi-Partner Trust Fund Office Gateway: available from http://mptf.undp.org.

Contributions

16. More than $80.5 million was received in contributions in 2012, continuing last year's trend of increasing. The fund continued to diversify its already broad base with two new donors, Bangladesh and Colombia. A total of 23 donors contributed in 2012, out of whom several have formal, multi-year agreements (Australia, Canada, China and the United Kingdom of Great Britain and Northern Ireland). At the annual stakeholders meeting, held in November 2012, a number of other countries indicated their intention to be regular contributors. Thanks to those longer-term commitments, significant contributions can already be forecast through 2015. The financial footing of the Fund is sound, starting in year 2013 with an available programming balance of $154 million. This will cover the planned $100 million in allocations for 2013 and provide a 50 per cent reserve for 2014, while resource mobilization continues.[1]

III. Country-specific engagements of the Peacebuilding Fund

A. Countries on the agenda of the Peacebuilding Commission

Burundi — supporting reintegration to strengthen social cohesion

17. In 2010, the Government, civil society and the United Nations identified the reintegration of conflict-affected groups as one of the critical outstanding peacebuilding priorities. In response, in 2011 the Peacebuilding Fund allocated $9.2 million, and by 2012 a joint programme was well under way, to support the reintegration of former combatants, returnees and internally displaced persons in the

[1] Full contribution details are available from: http://mptf.undp.org/factsheet/fund/PB000.

three provinces of Bubanza, Cibitoke and Bujumbura Rural (FAO, ILO, UNDP, UNFPA, UNHCR and UN-Women). Interim reports suggest that peaceful coexistence has already improved. Families have benefited from access to livelihood projects involving agriculture, fisheries and animal husbandry, more than 2,400 land conflicts were addressed, 41,507 additional households have access to drinking water, and 990 temporary jobs were created (43 per cent women). The support of the Peacebuilding Fund aimed to catalyse additional funding for the Government's $24 million national reintegration strategy. Additional funds have been received from the Arab Gulf Programme for United Nations Development Organizations ($150,000) and the Japan International Cooperation Agency ($2.8 million).

18. In 2012, the Government produced a new poverty reduction strategy into which peacebuilding was integrated. In collaboration with the Peacebuilding Commission, BNUB and the United Nations country team, the Fund will explore how it can support a coordinated approach among partners, using the new strategy as a framework.

Central African Republic — reviewing progress in Peacebuilding Fund support

19. The key activity in 2012 was the organization of an independent Peacebuilding Fund evaluation. The evaluation highlighted valuable efforts in security sector reform and in efforts to add momentum to the disarmament, demobilization and reintegration process. However, it also should be noted that overall coherence of the peacebuilding strategy was weak, particularly in the area of economic activities.

20. The Fund approved an Immediate Response Facility proposal of $2.4 million to take advantage of a small window of opportunity for disarmament, demobilization and reintegration that emerged in 2011. The project assisted the reinsertion of more than 4,900 ex-combatants during 2012 and supported the national disarmament, demobilization and reintegration coordination mechanism. The joint project between BINUCA and UNDP draws appropriately on the comparative advantage of different actors, although negotiations to finalize the joint nature of the project delayed it by several months.

21. The United Nations remains dedicated to the effective implementation of the Libreville accords. The commitment of the new Government and national stakeholders to the peace process and their ability to draw on mechanisms such as the Peacebuilding Commission will be important factors in any future decision taken by the Peacebuilding Fund.

Guinea — security sector reform, reconciliation and employment

22. Guinea joined the agenda of the Peacebuilding Commission in 2011, and in December 2011, the Peacebuilding Fund allocated $14.8 million for a peacebuilding priority plan in support of Guinea and the Peacebuilding Commission's statement of mutual commitments. In 2012, the Fund allocated an additional $5.3 million for urgent activities.

23. The largest portion of Peacebuilding Fund financing, $11.2 million, has supported the security sector. Support for a census of the armed forces (UNDP), combined with pre-retirement support packages for nearly 4,000 soldiers (UNDP), resulted in the retirement of 15 per cent of the armed forces across all ranks. Subsequently, the President was able to undertake a cabinet reshuffle, allowing for a purely civilian composition of the current Government. The activities also helped enable the environment for other actions, including a new socioeconomic

reintegration project for demobilized soldiers, with European Union support starting in 2013. Strategic assistance has been provided, in collaboration with the United Nations Office for West Africa, through a high-level security sector expert team (UNDP) in response to a specific request of the President. The project has been highlighted as a good example of the way to use the Peacebuilding Fund to address potential blockages to peace processes. The President has requested the Fund to support a second phase.

24. In the area of national reconciliation, activities supported by the Peacebuilding Fund aim to maintain momentum through technical assistance, including the provision of short-term expertise from the Peacebuilding Support Office, to the Interim Committee on National Reconciliation for a national consultation process, which is under design. The Fund is also financing civil society organizations that support victims of gender-based violence (OHCHR, UNFPA) and is strengthening local early warning and conflict mitigation mechanisms.

25. In the area of employment, 3,500 temporary jobs were created through a waste recycling project (UNIDO). Beyond the current allocations, the Fund is seeking to finalize a joint programme with the World Bank for employment in public infrastructure on a larger scale of youth at risk. In parallel, an innovative study will be launched to identify employment opportunities for women and youth in the mining and agriculture sectors.

26. In 2013, the Peacebuilding Support Office will work closely with the Joint Steering Committee to review progress and identify peacebuilding priorities for the second phase of support.

Guinea-Bissau — derailed peacebuilding efforts

27. In April 2012, Guinea-Bissau underwent a military coup, which caused the country's constitutional order to break down. Immediately thereafter, the activities of the Peacebuilding Fund were indefinitely suspended. The purpose of the Fund is to work in post-conflict environments in which Governments and other national stakeholders have demonstrated a commitment to peacebuilding. As at 31 December 2012, the crisis had not been resolved and the activities of the Fund remain suspended.

Liberia — ongoing support for justice, security and reconciliation

28. Liberia continues to make progress, but much remains to be done for all citizens to feel the peace dividends. Following on the 2011 elections, in 2012 the Government and UNMIL began planning the drawdown of the Mission, focusing on national capacity-building in security and justice and reconciliation.

29. Guided by the statement of mutual commitments adopted by the Government and the Peacebuilding Commission, the Peacebuilding Fund focused on implementation of its $21 million contribution to the Liberia Peacebuilding Programme. Priority was attached to accelerating the completion of the first of five regional justice and security hubs in Liberia (UNDP, UNOPS). The Gbarnga hub, although delayed compared with initial plans in 2010, is now partially operational; 80 per cent of the infrastructure is completed, and nearly 60 per cent of the personnel deployed (81 out of 139), including police, court officers, attorneys and public defenders and sexual and gender-based violence crime unit officers. The

Gbarnga hub is already providing newly decentralized services, for example, community patrolling and psychosocial and legal services for victims of sexual and gender-based violence. Full operational capacity is expected by mid-2013. Underlining its commitment, the Government of Liberia has allocated $730,000 for recurrent costs of the Gbarnga hub in its national budget for 2013. Once the first hub is operational, another $8 million from the Peacebuilding Fund has been reserved to support the remaining hubs.

30. Two programmes for reconciliation supported by the Peacebuilding Fund were implemented in 2012: one on youth empowerment, by the Ministry of Youth and Sports (UNICEF), and one on the prevention and resolution of land disputes with the Land Commission (UN-Habitat). In 2012, the youth empowerment programme trained 159 national volunteers on peacebuilding skills, gender development and community participatory approaches. After training, the national volunteers conducted awareness-raising campaigns in middle and secondary schools. The land disputes programme supported by the Fund has set up land coordination centres in five counties. Personnel and equipment are in place in the first centre, and it is ready to receive complaints from citizens regarding land disputes and to provide assistance in dispute resolution. Finally, a strategic road map for national healing, peacebuilding and reconciliation is presently being validated. The United Nations is supporting this crucial process.

31. In December, Liberia's Joint Steering Committee started to consider evolving peacebuilding needs. Priorities for a second phase of funding, to include but not necessarily be limited to further support in reconciliation, should be identified within the first half of 2013. The Peacebuilding Support Office and the Peacebuilding Commission are advocating for activities that can be scaled up or complemented by the African Development Bank and/or the World Bank, as well as to consider how resources of the Peacebuilding Fund may be catalytic to supporting priorities of the New Deal, based on Liberia's fragility assessment.

Sierra Leone — support for a critical milestone in peace consolidation

32. The key event in Sierra Leone in 2012 was the successful conduct of the Presidential, Parliamentary and local elections in November. In support of the elections, the Peacebuilding Fund allocated $5 million in late 2011 for a set of joint activities of the United Nations Mission in Sierra Leone (UNIPSIL and UNDP) to build the capacity of non-State actors to reach out to their constituencies. The Fund supported political parties and organizations of religious and traditional leaders, academia, women, youth and the media to foster an atmosphere of political tolerance and non-violence. District-level early warning mechanisms were also supported. The elections took place in a remarkably peaceful climate. The investments made for this electoral cycle aim to have sustainable impact. The strengthened institutional capacities of the Political Parties Registration Commission, political parties and civil society associations should help political discourse and election processes evolve productively.

33. Renewal of the mandate of UNIPSIL is due for consideration in March 2013. Building on its engagement since 2007, the Peacebuilding Fund and the Peacebuilding Commission will explore opportunities to support the sustainable peacebuilding impact of national institutions during any transition of the United Nations presence.

B. Other recipient countries

Chad — supporting structures to promote peacebuilding

34. The Government of Chad continues to take steps towards peacebuilding, even while being exposed to various socioeconomic risk factors for instability and social tensions. In the third quarter of 2012, the Peacebuilding Fund supported a new, $2 million joint programme between IOM and UNDP to support the development of a national peace architecture. Activities will strengthen the national Office of the Mediator and political dialogue structures and offer support to local peace committees in conflict-affected areas, particularly in the north and east.

Comoros — sustaining peacebuilding momentum

35. Despite the relative political stability in the Comoros since the smooth transfer of power in 2011, the political situation remains fragile, and continued efforts towards national reconciliation are merited. Following exchanges with the President, I proposed additional Peacebuilding Fund support to help consolidate earlier progress, based on an independent evaluation of the first allocation from the Fund. Up to $2.5 million will be provided by the Fund to support the strengthening of the role of women in political mediation and extended support for security sector reform and disarmament, demobilization and reintegration as recommended by the evaluation.

Democratic Republic of Congo — supporting stabilization in the east

36. In 2012, the Peacebuilding Fund expected that most of the activities supported by its $20 million allocation in 2009 would be completed. By June 2012, over 80 per cent of the Fund's resources had been spent. In July, donors represented by the United Kingdom undertook a direct monitoring mission and highlighted the value of the role of the Fund in the complex multi-donor context. The flexibility to finance programmes in areas where donors were initially more reluctant offered a clear benefit, including the restoration of State authority, support to Government coordination capacity and natural resource management. On the other hand, the mission also noted that programmes suffered from the lack of a robust political peace framework, which left them falling short of their potential impact.

37. Indeed, in the second half of 2012, the outbreak of hostilities caused by the 23 March Movement brought most projects to a halt and undermined previous investments, including in the prison facility in Goma. An external evaluation initially planned for December 2012 had to be postponed. The situation underscores the high risks associated with Peacebuilding Fund programming and the need for political solutions as a foundation for peacebuilding.

Côte d'Ivoire — restoration of State authority in conflict-affected areas

38. Post-crisis recovery efforts continued in Côte d'Ivoire during 2012, including through the implementation of $10 million in Peacebuilding Fund support allocated in 2011. A high priority has been the restoration of State authority. By the end of 2012, 28 infrastructure projects had been completed (UNDP), allowing for the re-opening of Government offices and police stations, particularly in the badly damaged western part of the country. Additional infrastructure and training support

will be delivered in 2013. The Fund's support has encouraged additional support from other partners, including the European Union and Japan.

39. Another set of activities focused on the documentation (birth registration) of children (UNHCR, UNICEF). More than 100,000 children in highly affected areas benefited. The activities are not only catching up for registrations lost during the years of conflict, but also aim in 2013 to support the Government's efforts to pilot new administrative mechanisms that would facilitate birth registration, resulting in a more sustainable reduction of the number of cases of non-documentation (with its associated risks for political exploitation).

40. The Peacebuilding Fund is continuing support to the Dialogue, Truth and Reconciliation Commission (OHCHR, UNDP). Logistical support has been provided, and a media event was held in December. A workplan is in place for 2013. Following those activities, the Government approved its own funding for the Commission, and other donors, such as the United States Agency for International Development, are exploring ways to provide additional support.

Guatemala — supporting enhanced justice and human rights

41. Guatemala went through an election cycle in 2011, and in 2012 attention was again turned to the implementation of the $10 million allocation made in May 2011. Following some delays, the Joint Steering Committee approved two projects in September 2012. The first strengthens the capacities of the Office of the Prosecutor General and the judicial branch of the Government to investigate and prosecute grave human rights violations committed in the context of the internal armed conflict, with a special emphasis on cases of gender-based violence (UNDP, OHCHR). In addition, State and civil society capacities in forensic-anthropological investigations will be strengthened. The second project enhances the capacity of the Government to track and assist victims, and will provide training to staff of the Office of the Prosecutor General to guarantee integral attention to victims of crimes. In December, a third project was approved to strengthen institutional capacities of the Ministry of Interior through: (a) the establishment of a unified information platform aimed at enhancing criminal investigation capacities; and (b) support mechanisms for the prevention of youth and gender-based violence. Owing to the delays in commencing activities, the Peacebuilding Support Office plans to undertake a mid-term evaluation in 2013. Activities will complement the work of the United Nations-backed International Commission Against Impunity in Guatemala.

Kyrgyzstan — consolidating peace and democracy

42. During 2012, Kyrgyzstan worked to consolidate its transition to parliamentary democracy. In September, the President requested an extension of Peacebuilding Fund support, in particular for the rule of law, systems to protect human rights, strengthening of inter-ethnic relations and promoting national unity. Efforts are now under way with the Government, through my Special Representative for Central Asia and the United Nations country team, to establish a national Joint Steering Committee with a view to developing a Peacebuilding Fund allocation in 2013.

43. In 2012, an independent evaluation of Peacebuilding Fund support to Kyrgyzstan was undertaken. It found that assistance from the Fund had helped empower different communities, especially youth and women's networks, to engage

in a proactive response to violence. For example, activities formed a platform to address the exclusion of certain groups from the political and economic spheres in Kyrgyzstan. The new Government pointed out that Peacebuilding Fund support had brought the Government and the United Nations into a closer and more coordinated response. The evaluation also highlighted, however, that several activities were not as focused on peacebuilding outcomes as they could have been, and that more support should be provided to partners during the programme design stage.

Lebanon — addressing triggers to violence

44. The Peacebuilding Fund is supporting two programmes in Lebanon, one focused on Palestinian youth and the other on urban hotspots. Capitalizing on legislative changes that allow Palestinians to work, the Peacebuilding Fund is supporting a $2 million joint programme (ILO, UNICEF, UNRWA) to improve the employability of at-risk Palestinian youth. The programme has so far reached more than 1,000 youth, helping to stabilize their daily environment. Late in 2012, the Fund transferred $1 million for a joint programme (UNDP, UN-Habitat) focused on mapping stakeholders and building capacities of communities and Government structures to manage conflict in urban hotspots. The latter includes the provision of support to the Lebanese Armed Forces to improve their community outreach capacity.

Libya — supporting civic education in democratic transitions

45. Peacebuilding Fund support to post-conflict Libya enabled the leadership of UNSMIL to react quickly to help prepare for the elections. In February 2012, the Fund approved a $1.9 million joint civic education project (UNSMIL, UNDP, UN-Women) empowering women and youth to participate in the first free elections in 45 years, targeting 10,000 students (boys and girls) in 10 universities and women's non-governmental organizations. Women candidates, for example, were supported through the nationwide campaign entitled "My voice for her", in collaboration with Libyan civil society partners. More than 16 per cent of the members of the National Congress are women.

Myanmar — repositioning in response to Government reforms

46. During the past two years, the Government of Myanmar has undertaken wide-ranging reforms that will dramatically increase the possibility of building sustainable peace. In late April 2012, I visited Myanmar and offered to assist the Government with support from the Peacebuilding Fund. In collaboration with my Special Adviser, the United Nations country team has been developing proposals to orient United Nations support around the new directions being taken by the Government. With Peacebuilding Fund financing, the United Nations will provide critical logistical support to the establishment by the Government of the Myanmar Peace Centre. In addition, the Fund has provided $1.5 million in seed funding for the plan of action in support of implementation of Security Council resolution 1612 (2005) on children and armed conflict, which was signed with the Ministry of Defence in June 2012. Funds will help support start-up, while additional funding is being sought for a $10 million joint programme (ILO, UNHCR, UNICEF). Activities are also being planned to support peacebuilding in the south-east region of the country. In total, the Peacebuilding Fund has indicated a commitment of up to $5 million for Myanmar.

Nepal — catalysing progress while protecting gains during a challenging transition

47. The Seven-Point Agreement of the Comprehensive Peace Agreement, which was signed on 1 November 2011 by Nepali political leaders, is aimed at removing major stumbling blocks to the peace process. In support of that process, the Peacebuilding Support Office, in May 2012, approved a Second Priority Plan for Nepal with an allocation of $8 million, aimed at kick-starting a second round of voluntary contributions to the United Nations Peace Fund for Nepal. The United Nations in-country presence has established a competitive process to encourage cross-mandate and joint applications. The eight outcomes in the two-year Priority Plan, situated within the framework of the joint United Nations and donor Peace and Development Strategy, provide an opportunity for the United Nations to provide assistance on resolving politically critical issues, including planning for implementation of: land reform and property return; State restructuring; security sector and police reform; and transformation of the justice system. Other priorities to be addressed include supporting government-owned initiatives for the National Action Plan on Security Council resolutions 1325 (2000) and 1820 (2008) addressing women in conflict and implementation of the National Plan of Action on Children Affected by Armed Conflict.

Somalia — political transition support

48. The transition in Somalia ended peacefully with the establishment of a new Federal Parliament and the selection of a new a President, offering what is widely recognized as a window of opportunity. In July 2012, the Peacebuilding Fund provided $1.0 million in gap-filling funding through UNPOS and UNDP to support this transition, especially to assist in ensuring the broad participation of the members of the Constitutional Assembly (with 14 per cent women). The support is also being used by UNPOS to assist the authorities in conducting stakeholder mapping exercises and quick security sector assessments in parts of south-central Somalia.

49. Subsequently, the President has requested support from the United Nations for his six-pillar policy, focused on the rule of law and good governance, economic recovery, social reconciliation, basic services, international relations and national unity. The Peacebuilding Support Office participated in the fourth quarter of 2012 in the United Nations strategic review process, which outlined possible areas of support to peacebuilding, including: good offices and political support; policy advice on peacebuilding and conflict-sensitive programming in support of Somali priorities; and the delivery of a more strategic approach to Somali capacity development, eventually around a transitional compact. A request for Peacebuilding Fund eligibility is expected in the first quarter of 2013.

South Sudan — operationalizing a Security Council peacebuilding mandate

50. Peacebuilding is a priority for South Sudan. A recent government-led fragility assessment confirmed that the drivers of conflict resulted from a combination of factors, including: political marginalization; lack of State authority in remote areas; absence of a credible justice system; competition over natural resources; and inequitable distribution of resources. UNMISS is the first peacekeeping mission to be mandated to draft a peacebuilding plan. During 2012, the Peacebuilding Support Office supported those peacebuilding priorities by assisting UNMISS and the United

Nations country team to develop a costed operational peacebuilding plan. South Sudan was declared eligible for the Peacebuilding Fund in May.

51. Out of 15 priorities identified by the Government and the United Nations, partners have identified two areas for possible Peacebuilding Fund support. The first is youth vocational and literacy training in communities that are experiencing the impact of high rates of population return from the north. Another is the provision of water resources for both human and livestock consumption to help mitigate conflict in connection with pastoralism. Both interventions will target conflict-prone communities that are under considerable stress and help mitigate triggers of violence.

Uganda — the United Nations successfully delivering peace dividends "as one"

52. In 2010, the Peacebuilding Fund allocated $14 million in support of the Government's Peace, Recovery and Development Plan for Northern Uganda. The funds were channelled into three United Nations joint programmes: (a) access to justice and respect for human rights; (b) enhancing protection systems; and (c) local economic recovery.

53. In 2012, with activities nearly completed, an independent evaluation was conducted. Overall, the evaluation cited the United Nations peacebuilding plan as having helped to "put peacebuilding back on the agenda" in Acholiland, with strong national ownership. The joint programmes, which were generally judged to be successful, focused on access to justice/transitional justice, community/household-level conflict management capacities (including land-related capacities), gender-based violence, child protection, and human rights. However, shortcomings were observed in efforts to empower youth and women affected by conflict to act as peacebuilding catalysts through livelihood support programmes, thus underachieving with respect to their peacebuilding potential. The evaluation did cite a positive effect of the Peacebuilding Fund on United Nations joint programming.

Yemen — kick-starting the national dialogue

54. In Yemen, the Peacebuilding Fund has provided strategic support to the implementation of the Transition Agreement signed in Riyadh in November 2011, facilitated by my Special Adviser on Yemen in close cooperation with the Gulf Cooperation Council. First, a rapid Immediate Response Facility allocation of $1 million in February contributed to the successful conduct of Presidential elections, with an unexpectedly high turnout of 60 per cent of voters, despite tensions. A second Immediate Response Facility allocation of $2 million was approved in July to jump-start an inclusive national dialogue process. This joint project, under the lead of the Office of my Special Adviser, brings together the United Nations system through an inter-agency effort to support organization of the National Dialogue Conference and assist in achieving the meaningful participation of civil society, particularly of marginalized groups, including women, internally displaced persons and youth. This effort has already generated encouraging results with the successful formation of an inclusive Preparatory Committee, of which 30 per cent are women. At the request of the Government of Yemen, The Peacebuilding Support Office is exploring the provision of longer term support.

IV. Results in 2012 by Peacebuilding Fund outcome and thematic area

55. In last year's report on the Peacebuilding Fund (A/66/659), data against the performance management plan of the Fund was presented for the first time, serving as a baseline on activity performance. The exercise summarized all active projects by noting whether or not each activity was on track to deliver outputs as agreed in the project documents. In addition, the exercise identified projects for which there was supplemental evidence of successful contribution to higher level peacebuilding outcomes — the latter being more challenging to achieve. The exercise was repeated in 2012. While the set of active projects is different — some old projects have closed and new ones have started — the methodology allows an initial view on trends. The analysis uses a triangulation of data sources.[2]

56. In all, the analysis suggests that programme effectiveness improved in 2012. Approximately 88 per cent of Peacebuilding Fund projects were judged to be on track (2011: 80 per cent), and nearly 41 per cent of projects had supplemental evidence of contributing to sustainable peacebuilding outcomes appropriately addressing conflict factors (2011: 33.8 per cent).

A. Trend analysis of the Peacebuilding Fund's global performance

57. The analysis reveals performance improvements, particularly in the areas of security sector reform, rule of law and disarmament, demobilization and reintegration (priority area 1) and peaceful coexistence (priority area 2). In both areas, more than 90 per cent of projects were on track. In both areas, the percentage of projects for which supplemental evidence suggested successful contribution to peacebuilding outcomes also increased (see table 3).

58. There are several possible reasons for performance improvements. The composition of the project portfolio in 2012 is different from that in 2011, with some of the older, underperforming projects having been closed. More fundamentally, the numbers should reflect the improvement in quality of the priority plans and improved monitoring and evaluation systems, such that attribution to the Peacebuilding Fund can now be assessed more effectively.

59. In priority areas 1 and 2, a number of successful, rapid Immediate Response Facility interventions scored highly. Short-term Immediate Response Facilities generate impact more quickly and tend to have simpler goals and logic, which is easier to assess. In Guinea, for example, several quick-start projects in the security sector were successful and well-coordinated. The Joint Steering Committee in Guinea reported on improved governance of security forces thanks to Peacebuilding Fund support for institutional reforms and to building on projects from previous

[2] Triangulation of data sources (2012): independent programme evaluations (4): Central African Republic, Guinea, Kyrgyzstan, Uganda; technical review: security sector reform; performance assessments of country portfolios by Peacebuilding Fund desk officers based on agency semi-annual project reports (76 projects in 17 countries); and Joint Steering Committee strategic review of the Priority Plan (Guinea, Liberia). Criteria to determine the size of the active project portfolio within the reporting period (January to December 2012): at least six months active implementation since date of first transfer from the Multi-Partner Trust Fund Office and/or project closure.

years. The Peacebuilding Fund response to opportunities in Libya, Somalia and Yemen to support transitional elections has helped establish a foundation for peacebuilding.

60. Improvements were also seen in countries receiving support through the longer-term Peacebuilding and Recovery Facility. Several countries on the agenda of the Peacebuilding Commission have now both undergone evaluations and received additional funding, and the data indicates that quality has improved in the second round.

61. Many challenges remain, however, and the data suggests weaker performance for engagement by the Peacebuilding Fund in creating job opportunities for risk-affected target groups (youth and women), restoring decentralized administrative functions of Government entities, and the provision of public services. Findings from country evaluations and the Peacebuilding Support Office's own thematic review echo the assessment that activities in priority area 3 (economic revitalization) and priority area 4 (re-establishment of administrative services) were on the whole not sufficiently strategic. More work is needed to tie economic activities funded by the Peacebuilding Fund within a single country into a more coherent strategy tied to peacebuilding outcomes.

Table 3
Trend analysis of the global performance of the Peacebuilding Fund in 2012

		Priority area assessment		
Priority areas	*Total*	*Supplemental evidence of contribution to peacebuilding outcomes (percentage)*	*On track to deliver agreed project outputs (percentage)*	*Countries with significant performance*
Outcomes for priority area 1				
1.1 Security sector reform	10	50	90	Guinea, Somalia
1.2 Rule of law	11	54.5	100	Burundi, Comoros, Kyrgyzstan, Nepal, Uganda
1.3 Disarmament, demobilization and reintegration	7	42.9	100	Guinea, Nepal, Sudan
Position in 2012	**28**	**50**	**96.4**	**8 countries**
Baseline 2011	**48**	**31.3**	**70.8**	
Change 2011/2012		18.7	25.6	
Outcomes for priority area 2				
2.1 Reconciliation	18	61.1	88.9	Central African Republic, Comoros, Guinea, Kyrgyzstan, Sierra Leone, Somalia
2.2 Legacies	7	57.1	100.0	Liberia, Sierra Leone, Uganda, Yemen
Position in 2012	**25**	**60.0**	**92.0**	**9 countries**
Baseline 2011	**45**	**44.4**	**84.4**	
Change 2011/2012		+15.6	+7.6	

Priority areas	Total	Priority area assessment: Supplemental evidence of contribution to peacebuilding outcomes (percentage)	Priority area assessment: On track to deliver agreed project outputs (percentage)	Countries with significant performance
Outcomes for priority area 3				
3.1 Income generation	6	16.7	100.0	Kyrgyzstan
3.2 Livelihood	6	16.7	83.3	Central African Republic
Position in 2012	**12**	**16.7**	**91.7**	**2 countries**
Baseline 2011	**26**	**26.9**	**84.6**	
Change 2011/2012		+10.2	+7.1	
Outcomes for priority area 4				
4.1 Administration	6		50.0	n/a.
4.2 Public services	5		60.0	n/a.
Position in 2012	**11**		**54.5**	
Baseline 2011	**11**	**18.2**	**90.9**	
Change 2011/2012		-18.2	-36.4	
Total 2012	**76**	**40.8**	**88.2**	
Baseline 2011	**130**	**33.8**	**80.0**	
Change 2011/2012		+7.0	+7.8	

Source: Peacebuilding Support Office/Peacebuilding Fund assessments based on project progress and evaluation reports, December 2012.

B. Thematic reviews

62. In 2011 and 2012, the Peacebuilding Support Office undertook three thematic reviews (security sector reform, disarmament, demobilization and reintegration and peace dividends) to better understand good practices and identify ways to improve Peacebuilding Fund support. The studies all drew on expertise from existing United Nations system forums, such as the Inter-agency Task Force on Security Sector Reform. Examples of recommendations included:

- Security sector reform programmes should be more closely integrated into national peacebuilding dialogue, justice and reconciliation programmes (as opposed to stand-alone technical activities).
- The Peacebuilding Fund should be ready to use its flexibility to support reinsertion programmes when larger funding is not available for more comprehensive reintegration programmes, as a catalytic and stop-gap measure.
- The Peacebuilding Fund should continue to recognize the value of government service delivery in delivering peace dividends, but should focus programmes more closely on peacebuilding, for example, by addressing historical inequities

or improving the responsiveness of government to the concerns of conflict-affected communities.

V. Management and oversight of the Peacebuilding Fund

A. Advisory Group

63. I appointed a new Peacebuilding Fund Advisory Group in early 2012, which has identified three themes to pursue throughout its two-year mandate: (a) how the Fund can be more catalytic in its financing, in particular through closer relations with international financial institutions; (b) how to continuously improve the monitoring, evaluation and communications of the Fund; and (c) how best to improve the strategic positioning of the Fund. The Advisory Group will focus on specific sample countries to explore how cooperation with the international financial institutions can be improved. The Group has already suggested improvements to the monitoring and evaluation system that are reflected in the revision of the Peacebuilding Fund guidelines and has endorsed a planned 2013 independent review of the Fund, focused on the effectiveness of the Fund's global strategy, including its selection of priority countries and business model. The Group is scheduled to visit Guinea and Nepal in early 2013.

B. Evaluation and management of the effectiveness of the Peacebuilding Fund

Updating the Peacebuilding Fund application guidelines

64. During 2012, the Peacebuilding Support Office advanced considerably its update of the Peacebuilding Fund application guidelines. The update has benefited from significant consultations with the field and across United Nations Headquarters. Key changes include: an increased explanation of how applications need to propose peacebuilding outcomes through the development of peacebuilding theories of change (including more conflict analysis); introduction of systems to ensure tighter collaboration with the Peacebuilding Commission; the addition of a new chapter explaining the Peacebuilding Fund monitoring and evaluation system and its requirements; an increased emphasis on the role of joint steering committees, through clarified options for support to the committees, but also more systems for accountability; clarity of the roles of actors, including civil society engagement; reference to more options for country-level positioning of Peacebuilding Fund support, including through the optional use of expanded priority plans, and through collaboration with other country-level efforts (including the Group of Seven Plus New Deal); what the fund means by "catalytic"; and an increased use of phased allocation of resources to make allocations based more on performance. Guidelines will continue to be consulted and should be launched mid-year.

Evaluation and results reporting

65. The Peacebuilding Support Office has made significant progress in the area of country evaluations and results reporting, although more still needs to be done. Since the first evaluation was completed in 2009 in Burundi, the Peacebuilding

Support Office has organized nine additional independent evaluations,[3] comprising about 50 per cent of the Peacebuilding Fund global portfolio. A further 12 evaluations are in the planning stage. Additional information is gathered into the system through donor visits, field visits by my Advisory Group, and project-level evaluations. In 2012, the Peacebuilding Support Office also worked with the Multi-Partner Trust Fund Office to improve reporting. Reports are issued less frequently (semi-annually instead of quarterly) but place greater emphasis on peacebuilding outcomes. The Peacebuilding Support Office also piloted in Guinea and Liberia the new requirement for Joint Steering Committees to provide an annual report on the strategic impact of projects under their oversight. Those data sources provide the basis for reporting against the performance management plan (see sect. IV).

66. In 2013, the Peacebuilding Support Office will commission a comprehensive, independent review of the Peacebuilding Fund. With the first business plan to be completed this year, and in line with the requirement of the Terms of Reference (see A/63/818) to conduct periodic reviews, the timing is appropriate to inform the development of the next planning cycle. The review aims to review the effectiveness of global strategy of the Fund, drawing upon the country-level data produced by the current monitoring system of the Fund.

67. To improve on Peacebuilding Fund communications, the Peacebuilding Support Office now produces a monthly electronic newsletter. The annual stakeholders meeting of the Fund in November 2012 saw the inaugural release of an annual report on the overall activities of the Peacebuilding Support Office. In 2013, the Office will collaborate more closely with the Multi-Partner Trust Fund Office in the production of its required annual report, offering more detailed examples of activities by country in a format that is more accessible to partners.

Funding decision-making and overall portfolio management

68. The Peacebuilding Support Office continues to set a priority on rapid decision-making. In 2012, more than 70 per cent of decisions were made within three weeks, a third year of continuous improvement. Decisions are generally becoming more rigorous, with a growing number of approvals being conditioned upon further work on programme design.

Overhead budget

69. The budget for management of the Peacebuilding Fund by the Support Office is fully financed from extrabudgetary resources, being 3 per cent of donor contributions. The 2012 budget was $2,998,065, broken down as follows: personnel, including eight posts, and consultants (71 per cent); travel of Advisory Group members (4 per cent); mission travel by staff (7 per cent); rental and maintenance costs (7 per cent); other (4 per cent); and Secretariat administration (7 per cent). While a small reserve had been maintained from the early years of operation of the Peacebuilding Fund, this has largely been exhausted. The Peacebuilding Support Office plans its budgets, therefore, on current annual income. The 2013 cost plan is, accordingly, smaller than that for 2012, and is set at $2,769,440 with the cutting of one Professional level staff post. Further cuts are anticipated in 2014.

[3] Burundi, Sierra Leone, Kyrgyzstan (Immediate Response Facility package/hybrid), Central African Republic, Comoros, Guinea, Guinea-Bissau, Nepal, Sri Lanka (Immediate Response Facility), Timor-Leste (Immediate Response Facility) and Uganda.

70. The Peacebuilding Support Office also seeks to mobilize additional, extrabudgetary professional staff support. In 2012 and 2013, the Peacebuilding Fund has benefited, or will benefit, from secondments from UNDP, UNHCR and WFP and from the financing of professional staff support from Australia, the European Union, Germany and the Netherlands.

C. Partnership-building

71. The Peacebuilding Support Office is developing partnerships to increase the catalytic nature of Peacebuilding Fund investments, improve the quality of programmes supported by the Fund, and leverage the limited resources of the Support Office. The latter is co-organizing, for example, a dialogue series with the World Bank, the African Development Bank, UNDP and the European Union to examine the comparative and complementary roles of the different transition financing instruments and explore collaboration in four country-specific cases. The Support Office has concluded agreements with the Interpeace and PeaceNexus Foundation, in both cases with the aim of improving the quality of country-level programme design. An agreement is currently being finalized with the African Centre for the Constructive Resolution of Disputes to support a regional workshop in 2013 focused on theories of change, peacebuilding programming and monitoring and evaluation for country programmes.

VI. Conclusions

72. The Peacebuilding Fund is maturing and has developed a rich set of experience. In 2013, this experience will be assessed through various studies, most significantly through the 2013 Peacebuilding Fund Review, and improvements put into place through several connected efforts, including the roll-out of the updated guidelines, increased upstream support for programme design and deepening partnerships. Clear country priorities must be established by the Peacebuilding Support Office to ensure that country programme design processes are completed. All of these efforts will come together towards the end of the year as the current business plan period (2011-2013) comes to a close and the Peacebuilding Fund enters a new planning cycle.